



## COURSE OUTLINE

### 1. Information about the program

1.1 Higher education institution	“Alexandru Ioan Cuza” University of Iași
1.2 Faculty	Faculty of Economics and Business Administration
1.3 Department	Management, Marketing and Business Administration
1.4 Field of study	Business Administration
1.5 Cycle of study	Master
1.6 Study program / Qualification	Strategic Human Resource Management in Europe

### 2. Information about the course

2.1 Course title	Human Resources Management in Multinational Companies						
2.2 Course coordinator	Dr. Cristina Stefania Leca						
2.3 Seminar coordinator							
2.4 Year of study	2	2.5 Semester	3	2.6 Type of evaluation*	E	2.7 Course status**	C

\* MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; \*\* C-compulsory/O-optional/E-elective

### 3. Estimated time allocation (hours per semester and teaching activities)

3.1 Number of hours per week	1.5	out of which: 3.2 course	1.5	3.3 seminar / laboratory	0
3.4 Total number of hours per semester	21	out of which: 3.5 course	21	3.6 seminar / laboratory	0
Time allocation					10
Study based on course book, course materials, bibliography and other					10
Supplementary study in the library, on electronic platforms and on the field					26
Preparing seminars/laboratories, assignments, papers, portfolios and essays					4
Tutorship					4
Examination					4
Other activities .....					0
3.7 Total hours of individual study					40
3.8 Total hours per semester					75
3.9 Number of credits					3

### 4. Prerequisites (if applicable)

4.1 Referring to curriculum	N/A
4.2 Referring to competences	N/A

### 5. Conditions (if applicable)

5.1 For the course	internet connection, laptop, Moodle, MS Teams
5.2 For the seminar / laboratory	N/A

**6. Specific competences accumulated**

<b>Professional competencies</b>	C1 – Understand the differences between HRM and international HRM C2 – Assistance for implementing organizational change C3 – Formulating and implementing measures for overcoming resistance to change
<b>Transversal competencies</b>	CT1 - Identifying roles and responsibilities within a multispecialized team and applying relational techniques and efficient work techniques within the team

**7. Course objectives (based on specific competencies accumulated)**

<b>7.1 General objective</b>	<ul style="list-style-type: none"> <li>Foster students towards an HR mindset &amp; culture that supports and celebrates lifelong learning, inclusive working environment, performance &amp; innovation driven businesses in a global set-up Help students make well-informed choices in employer recognition and career development based on skills and mastery within the multinational framework</li> </ul>
<b>7.2 Specific objectives</b>	<ul style="list-style-type: none"> <li>Understand and use basic notions in the HRM Multinational environment</li> <li>Understand, identify and use types of global processes</li> <li>Identify specificities of multinational companies, strengths &amp; risks in applying different global policies</li> <li>Understand the impact of change, global communication and methods for overcoming HR resistance to change</li> </ul>

**8. Content**

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	Facts & Figures about SHRM in Multinational Companies: definitions, differences & specificity, general overview & framework	Interactive course, heuristic conversation, debate, problem solving method	3 hours
2.	Passing the “culture & legal test”: The importance of employee experience by design in multinational business set-up, Employer Value Proposition	Interactive course, heuristic conversation, debate, problem solving method	3 hours
3.	Harmonized Structure, Processes & Technology – HR Roles & Responsibilities	Interactive course, heuristic conversation, debate, problem solving method	3 hours
4.	Harmonized Structure, Processes & Technology – Global Processes part 1	Interactive course, heuristic conversation,	3 hours



		debate, problem solving method	
5.	Harmonized Structure, Processes & Technology – Global Processes part 2	Interactive course, heuristic conversation, debate, problem solving method	3 hours
6.	HR Transformation & Change Management: Turning HR into a strong value creation force in the middle of digital transformation	Interactive course, heuristic conversation, debate, problem solving method	3 hours
7.	Best Practices from Fortune Top 500 HRM Multinational Companies	Interactive course, heuristic conversation, debate, problem solving method	3 hours

**Bibliography****Compulsory reading:**

1. Gartner for HR Top 5 Priorities for HR Leaders in 2023 Actionable and objective advice to tackle top HR challenges [Link](#)
2. Thomas, D. C., Lazarova, M. B., (2013) : Essentials of International Human Resource Management: Managing People Globally
3. Adams, Lucy, (2017) : HR Disrupted: It's time for something different
4. Cassey, T.F., Deszca, G., Ingols, G. (2016): Organizational Changes. An Action-Oriented Toolkit, 3rd ed.
5. Trost, A., (2019) : Human Resources Strategies: Balancing Stability and Agility in Times of Digitization (Future of Business and Finance)
6. Levit, A., (2018): Humanity Works: Merging Technologies and People for the Workforce of the Future
7. Thoren, P.-M., (2018): Agile People: A Radical Approach for HR & Managers (That Leads to Motivated Employees)
8. Jones, G.G.,(2020): Human Resources Changes the World: How and Why HR and HR Directors Should Step-Up as Leaders in the 21st Century
9. Edwards, T., Sanchez-Mangas, R., Jalette, P. (2016): Global standardization or national differentiation of HRM practices in multinational companies? A comparison of multinationals in five countries. Journal of International Business Studies, vol. 47, n. 8, pp. 997-1021. Available at [https://e-archivo.uc3m.es/bitstream/handle/10016/25240/global\\_edwards\\_JIBS\\_2016\\_ps.pdf](https://e-archivo.uc3m.es/bitstream/handle/10016/25240/global_edwards_JIBS_2016_ps.pdf)
10. Peter Dowling, Marion Festing, Allen Engle - International Human Resource Management, latest edition

**Optional reading:**

- Future of HR 2020: Which path are you taking? How HR organizations across the globe are shaping a workforce and people function fit for the future, by KPMG : <https://assets.kpmg/content/dam/kpmg/xx/pdf/2019/11/future-of-hr-2020.pdf>
- The world's 500 largest companies generated \$33.3 trillion in revenues and \$2.1 trillion in profits in 2019. Together, this year's Fortune Global 500 companies employ 69.9 million people worldwide and are represented by 32 countries:



<https://fortune.com/global500/>

- 2020 Global Human Capital Trends by Deloitte  
[https://www2.deloitte.com/content/dam/insights/us/articles/us43244\\_human-capital-trends-2020/us43244\\_human-capital-trends-2020/di\\_hc-trends\\_2020.pdf](https://www2.deloitte.com/content/dam/insights/us/articles/us43244_human-capital-trends-2020/us43244_human-capital-trends-2020/di_hc-trends_2020.pdf)

### 9. Bridging course content with the expectations of the community, professional associations and representative employers in the field of the program

On an annual basis, the course content is discussed with the representatives of the business environment, who hire or could hire graduates from this program, while students are required to provide feedback (on-line, anonymous) after each semester about the course structure, teaching methods, as well as strengths / weaknesses (after the final evaluation).

### 10. Evaluation

Type of activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Allocation to the final grade (%)
10.4 Course	Knowledge	Exam	50%
10.5 Seminar/ Laboratory	Portfolio with homeworks done along the semester	Portfolio	50%
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) both for the exam and for the cumulative grade (50% along the semester + 50% exam).			

Date  
28.09.2023

Course coordinator  
Cristina Stéfania Leca, PhD

Seminar coordinator

Dr. Cristina Ștefania Leca (Frîncu)

Date of approval in the department  
28.09.2023

Head of Department  
Conf.univ.dr. Ștefan-Andrei Nestian